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TO	NAME AND ADDRESS	DATE	INITIALS
1	Mr. Malanick	11 JUL 1977	627
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ACTION	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	
DDA 77-3964			

## Remarks:

Attached is a memo containing my recommendations concerning utilization of the CT Program by the DDA Offices. I have had a few sessions with Don [redacted] concerning OTR capabilities and I believe that what I propose is feasible. I will be happy to discuss any phase of this with you at your convenience. However, I would like to remind you that I will be commencing my leave on Friday afternoon (8 July).

STAT

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FOLD HERE TO RETURN TO SENDER		
FROM: NAME, ADDRESS AND PHONE NO.	DATE	
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FORM NO. 237 Use previous editions (40)  
1-67 \*USGPO: 1976 - 202-953

ADDA/MJMalanick:lm (11 July 77)

## Distribution:

Orig RS - D/OTR w/Orig att (by hand 7/12)  
 1 RS - DDA Subject w/att  
 1 RS - DDA Chrono  
 1 RS - MJM Chrono

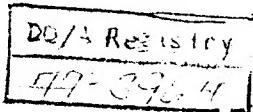
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Attachment: DDA 77-3964, Memo for ADDA from [redacted] dated 6 July 1977,  
 Subject: Career Training for DDA personnel + copy of DDA 77-3684, Memo for Chairman,  
 EAG from D/OTR, 24 June 1977, Subject: Career Training Program.

MJM Comment: "Harry, Can I have your views?"

DD/A Registry  
File

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6 July 1977

MEMORANDUM FOR: Associate Deputy Director for Administration

FROM : [redacted] 25X1

SUBJECT : Career Training for DDA Personnel

REFERENCE : OTR 77-7484 dtd 24 June 1977

1. It is recommended that the Directorate of Administration utilize the Career Training Program (CTP), as outlined in reference (with some possible schedule revisions to accommodate DDA Trainees), and that an internal DDA Training Program be established.

2. By utilizing the CTP, the major items agreed upon at the recent Office Directors meeting, concerning the utilization of a CTP, will be accomplished. This is particularly true in respect to the Office Directors agreement on the need for a program, as well as it being exclusively an internal program for the DDA Trainees.

3. The revised CTP, as outlined in reference, would be reserved for selected DDA officers who would be nominated by their Offices after they had been on board for 2/3 years and proven, through their performances, to be good candidates for future senior management positions not only in their respective Offices, but also throughout the Directorate.

4. It is further recommended that a Directorate of Administration Training Program (DATP) be established. This will provide Directorate-wide Training for selected DDA Officers upon their entry-on-duty, or as soon thereafter as practical. This broad Directorate training program should be presented to the new DDA Officers prior to the commencing of their Office sponsored training programs (POT, LOT, SOT, etc.). Attached is a proposed DATP course schedule which should be conducted twice per year to thoroughly cover all of the DDA Office requirements.

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5. To summarize, it is recommended that the DDA Offices participate in the CTP, as outlined, in the reference (with appropriate changes), and also that a DDA internal training program should be established. The DDA CTP candidates would be officers who have been on board for 2/3 years, and will more than likely have been graduates of the DATP. In this manner, approximately [ ] internal DDA officers will attend the CTP annually, and by establishing the DATP, approximately [ ] new DDA Officers per year will also receive broad DDA orientation and training. The DATP will not only better prepare those who will eventually be selected for the CTP, but will also give the large majority of new officers entering the DDA, an initial broad exposure to all of the Office specialties.

6. I believe that OTR is in the best position to be responsible for the operation and management of the DATP. However, a DDA officer should be assigned to OTR to aid in the establishment of a schedule, as well as to act as a counselor and focal point for the DDA students while they are in training.

7. The above recommendations are broad, and the scheduling details will have to be worked out between OTR and the various DDA Offices, particularly in regard to the course dates of the DATP.

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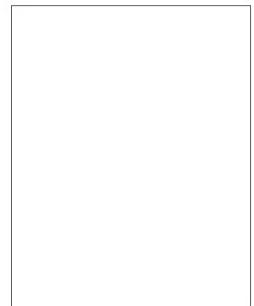
~~CONFIDENTIAL~~PROPOSED CONTENT OF THE DATP

INTRODUCTION TO CIA	(2 WEEKS)
DIRECTORATE OF ADMINISTRATION OVERVIEW	(1 WEEK)
OPERATIONS ORIENTATION	(3 WEEKS)
DDS&T ORIENTATION	(2 WEEKS)
DDI ORIENTATION	(2 WEEKS)
DDA OFFICE ORIENTATION AND BRIEFING (proposed schedule attached)	(8 WEEKS)
RETURN TO SPONSORING OFFICE FOR FURTHER SPECIALTY TRAINING	12/18

LENGTH OF COURSE APPROXIMATELY FIVE MONTHS

IF IT IS DEEMED APPROPRIATE, A 4/6 WEEK INTERIM ASSIGNMENT  
MAY BE ADDED TO THE ABOVE SCHEDULE, WHICH WILL LENGTHEN THE  
OVER-ALL COURSE TO APPROXIMATELY SIX MONTHS.

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OTR 77-7484  
24 June 1977

MEMORANDUM FOR: Chairman, Executive Advisory Group  
VIA: Deputy Director for Administration  
VIA: Comptroller  
FROM: Harry E. Fitzwater 25X1  
Director of Training  
SUBJECT: Career Training Program (CTP) 25X1  
REFERENCE: Minutes of the 29 April 1977 Executive  
Advisory Group Meeting

1. [ ] The attached paper is in response to  
Paragraph 3 of reference.

25X1 2. [ ] Note is taken of the tentative revision  
of the Directorate of Administration training of young  
professionals within the context of the revised CTP proposal.

25X1 3. [ ] The size of the revised Career Training  
Program is contingent upon the allocation of approximately  
[ ] trainee slots to the Program. In response to the Office  
of Training Program Call, the Office of the Comptroller has  
tentatively reduced the number of trainee slots to [ ] for  
FY 1979; this action would seriously jeopardize the continuance  
of the CT Program. 25X1

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Harry E. Fitzwater

Attachment

- 1 - Revised Career Training Program
- 2 - Proposed Content of Revised CTP

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REVISED CAREER TRAINING PROGRAM (U/AIUD)

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1. [ ] The present Career Training Program (CTP) can be adapted, through adjustments to the current Program to changing Agency requirements. 25X1

2. [ ] The adjustments to the Program are based on the following assumptions:

a. DDO participation will continue for the short term on the basis of [ ] externally recruited trainees for FY 1978 and FY 1979. 25X1

b. DDI requirements will remain at approximately the current level.

c. The DDA and DDS&T will utilize the CTP as the prime means of accomplishing in-depth orientation to the Agency for a modest number of carefully selected junior professionals.

d. The CTP will remain small and highly selective and will continue to supplement, but not replace, direct hiring. Candidates will normally be between 23 and 33 years of age, with exceptions made on a case-by-case basis. 25X1

3. [ ] The revised Program will be structured according to the following considerations:

a. Objective

The Program will provide outstanding young professionals--whether recruited externally or internally--with a solid understanding of how the Agency works and interacts with the Intelligence Community.

b. Means

The Program will give in-depth orientation by means of training courses and on-the-job work assignments. This approach presumes participation by and introduction to all directorates during the "classroom" part of the cycle. It requires the directorates' full and willing participation during the work assignment phase as well.

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The amount of skills, interpersonal and conceptual training, apart from the Operations Course for DDO trainees, will be limited. Interim on-the-job assignments will be tailored to maximize both the trainees' orientation to appropriate directorates and the benefits to the participating offices.

c. Selection

Final selection of DDO and DDI trainees will continue to be made by CTP consultation with directorate representatives. Selectees for these two directorates will consist primarily of external candidates.

DDA and DDS&T trainees will consist primarily of internal candidates who will be nominated to the Program by the directorates.

Selection in all cases will require a judgment by the Chief, CTP, that the young professional has the potential to become a senior manager in his field within the Agency and is capable of becoming an intelligence officer with the scope and breadth of capability implied in that term.

Internal candidates will be selected from the directorates' nominees who have served in the Agency a sufficient time to have developed a commitment to a career in their respective career services.

The inclusion into CTP of qualified minority applicants will remain a top priority.

d. Frequency, Duration, Size

Two programs a year will be run starting in January and June of each year. Training for the DDO-bound CTs will continue to be approximately a year in length; the program for DDI, DDA, and DDS&T trainees will be approximately nine months.

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Individual classes will consist of approximately [redacted] candidates for each directorate and will total approximately [redacted] per class.

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e. Content

The formal training portion of the current Program will be adjusted to add orientation devoted to the functions of the DDA and DDS&T. The increased overview encompassing information about all the directorates will provide the necessary familiarity to the whole Agency to all trainees.

The revised CTP will continue to incorporate two interim assignments to provide on-the-job training which will be characterized by flexibility and adaptation to the needs and prospective career path of each trainee.

Each interim assignment will last approximately 12 weeks and will be interspersed among the formal courses. Traditionally, DDO- and DDI-bound trainees serve an interim in each of these directorates; this pattern will continue. DDA- and DDS&T-bound officers will have their interim assignments tailored to their needs and will be assigned intra-directorate and/or inter-directorate interims as appropriate. The CTP will coordinate the DDA interim assignments with the proposed Administrative Directorate Training Program (ADTP) to provide in-depth DDA office orientation and training. For DDA-bound CTs who do not need in-depth DDA training, regular on-the-job assignments in or out of the directorate will be arranged.

The interims of DDS&T candidates will be handled in a fashion similar to DDA-bound CTs in order to attain the widest possible exposure to DDS&T functions within the competence of the young officer to both produce and learn while working outside his "home" component. CTP will coordinate these assignments with the DDS&T training officer to insure that the optimum assignment is arranged.

A summary of the content of the Program is attached.

f. Administration

The CTP staff will continue to administer the Program during the selection, formal training, and interim assignment phases.

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Depending on the number of slots allocated to the CT Program, OTR is prepared to enter on duty external candidates as contract employees. [redacted] positions would suffice to handle the anticipated [redacted] DDO and DDI trainees, plus the few externals who may enter the DDA and DDS&T. An anticipated equal number [redacted] of internal candidates would remain on directorate rolls while in the Program.

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PROPOSED CONTENT OF REVISED CTP

1. Orientation for Career Trainees (general orientation to the CIA).
2. Career Trainee Operations Orientation (familiarization to operations and the DDO function).
3. Intelligence Process Course (familiarization with the intelligence cycle and the DDI function).
4. Administration Directorate Review\* (familiarization with the responsibilities, current activities, problems and trends of the Directorate of Administration).
5. Science and Technology Directorate Orientation\* (familiarization with the work of the DDS&T).
6. Information Science Orientation (an introduction to the world of methods and computer and their application in the Agency).
7. International Economics Course (an overview of the general principles and operating dynamics of contemporary international economics and related policy in intelligence problems).
8. Two interim assignments.
9. Operations Course (instruction in the application of basic tradecraft skills and operational analysis and management). Course is for DDO trainees only.

25X1

\*New courses

PROPOSED CONTENT OF REVISED CTP

25X1

3 MONTH PROGRAM

1 WEEK 1. Orientation for Career Trainees (general orientation to the CIA).

1 WEEK 2. Career Trainee Operations Orientation (familiarization to operations and the DDO function).

5 WEEKS 3. Intelligence Process Course (familiarization with the intelligence cycle and the DDI function).

1 WEEK 4. Administration Directorate Review\* (familiarization with the responsibilities, current activities, problems and trends of the Directorate of Administration).

2 WEEKS 5. Science and Technology Directorate Orientation\* (familiarization with the work of the DDS&T).

2 WEEKS 6. Information Science Orientation (an introduction to the world of methods and computer and their application in the Agency).

1 WEEK 7. International Economics Course (an overview of the general principles and operating dynamics of contemporary international economics and related policy in intelligence problems).

3 WEEKS 8. Two interim assignments.

9. Operations Course (instruction in the application of basic tradecraft skills and operational analysis and management). Course is for DDO trainees only.

25X1

\*New courses

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28 JUN 1967

PROPOSED CONTENT OF REVISED CTP6 MONTH PROGRAM

WEEK 1. Orientation for Career Trainees (general orientation to the CIA).

1 WEEK 2. Career Trainee Operations Orientation (familiarization to operations and the DDO function).

5 WEEKS 3. Intelligence Process Course (familiarization with the intelligence cycle and the DDI function).

1 WEEK 4. Administration Directorate Review\* (familiarization with the responsibilities, current activities, problems and trends of the Directorate of Administration).

2 WEEKS 5. Science and Technology Directorate Orientation\* (familiarization with the work of the DDS&T).

2 WEEKS 6. Information Science Orientation (an introduction to the world of methods and computer and their application in the Agency).

1 WEEK 7. International Economics Course (an overview of the general principles and operating dynamics of contemporary international economics and related policy in intelligence problems).

2 WEEKS 8. Two interim assignments.

2.5 WEEKS 9. Operations Course (instruction in the application of basic tradecraft skills and operational analysis and management). Course is for DDO trainees only.

1 WEEKS \*\*9. Admin Directorate Training Course (in depth instruction/orientation/briefing in the 8 Offices of the DDA). Course is for DDA trainees only.

\*\* This course could be substituted for the two interim assignments in order to retain the 6 month training period.

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\*New courses

28 JUN

PROPOSED CONTENT OF REVISED CTP

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9 MONTH PROGRAM

1 WEEK 1. Orientation for Career Trainees (general orientation to the CIA).

1 WEEK 2. Career Trainee Operations Orientation (familiarization to operations and the DDO function).

5 WEEKS 3. Intelligence Process Course (familiarization with the intelligence cycle and the DDI function).

1 WEEK 4. Administration Directorate Review\* (familiarization with the responsibilities, current activities, problems and trends of the Directorate of Administration).

2 WEEKS 5. Science and Technology Directorate Orientation\* (familiarization with the work of the DDS&T).

2 WEEKS 6. Information Science Orientation (an introduction to the world of methods and computer and their application in the Agency).

1 WEEK 7. International Economics Course (an overview of the general principles and operating dynamics of contemporary international economics and related policy in intelligence problems).

2 WEEKS 8. Two interim assignments.

9. Operations Course (instruction in the application of basic tradecraft skills and operational analysis and management). Course is for DDO trainees only.

1 WEEKS 9. Admin Directorate Training Course (in depth instruction/orientation/briefing in the 8 Offices of the DDA). Course is for DDA Trainees only.

36 WEEKS

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\*New courses

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JUN 1977

## ADMINISTRATIVE TRAINING COURSE

<u>OTR</u>	1/2 Day	OTR Overview, Office of the Director, Plans and Resources Staff
	1/2 Day	Career Training Program and Training Services Staff
	1 Day	Intelligence Institute, Functional Training Division, and Language Learning Center
	2 Days	Briefing and tour [redacted]
<u>OL</u>	1 Day	Supply Management
	1 Day	Transportation and Procurement
	1 Day	Printing and Photography/Logistics Services
	1 Day	Real Estate and Construction
	1 Day	Wrap-up case study
<u>OF</u>	1 Day	Accounts Division/Plans & Systems Staff
	1 Day	Audit and Certification Division
	1 Day	Compensation Division
	1 Day	Monetary Division/Assistant Director for Liaison
<u>OC</u>	1 Day	OC Overview, Programming and Budgeting, The OC Field Station, [redacted] support.
	1 Day	Hqs area communications facilities tour
	1 Day	Career Management, Planning for the Future, DCO Wrap-up
<u>OP</u>	1/2 Day	Placement
	1/2 Day	Plans and Review
	1 Day	Position Management and Compensation
	1 Day	Special Programs-Retirement/Insurance
	1 Day	Personal Affairs/Central Processing
	1 Day	Incentive Awards/Contract Personnel

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<u>OMS</u>	2 Days	OMS Overview, Presentation by each component
<u>ODP</u>	1 Day	Introduction to ODP/Data Processing Concepts, Terminology and Methodology
	1 Day	Management Applications Development/General Accounting System/Soviet Cost Analysis Model
	1 Day	Developing Performance Indicators for a Centralized Computer Service/Operating Central Computer Centers/Eighteen Month Plan-Blueprint for Change
	1 Day	Performance Measurement and System Maintenance/Terminal Installation and Maintenance/The evolution and use of System Software
25X1	1 Day	Analysis and Display System/Support for Analysts File Environment/COMIREX Automated Management System
	1 Day	Managing ADP growth/Five Year System Plan/The Future of Mini-computers/Community Networks
<u>OS</u>	1 Day	OS Mission, Functions and Basic Policies/Personnel Security Programs
	1 Day	Compartmented Security/Computer Security-Information Systems Security/Technical Security Countermeasures
	2 Days	Physical Security
	1 Day	Safety Programming
	1 Day	Industrial/Contract Security, Information Security; FOIA and Privacy Act, Security Programming in DDO, DDI and DDS&T
	3 Weeks	Field Administration Course.
	3 Days	EDP Orientation Course
1/2 Day		Role of the Audit Staff
1/2 Day		CIA Administration
1/2 Day		CIA Regulations/Legal Restrictions
1/2 Day		CIA Records Policies

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APPROXIMATELY 11 WEEKS TOTAL**CONFIDENTIAL**